

Making a
LIFETIME
of Difference



Over the last 48 years, we have provided services to

545,000+

children in North Texas.

Child Care Associates served 17,651 children in 2015

OUR MISSION:

Assisting family successes through excellence in comprehensive early education and development services.

When children are young, not only their bodies are growing – their brains are growing, too. In fact, from birth to age three, children develop the vast majority of the neurons they will use for the rest of their lives.

That's why early learning is so vital to the future success of our children – and our communities. Children with a strong foundation of learning are more likely to flourish educationally, socially, emotionally, and physically.

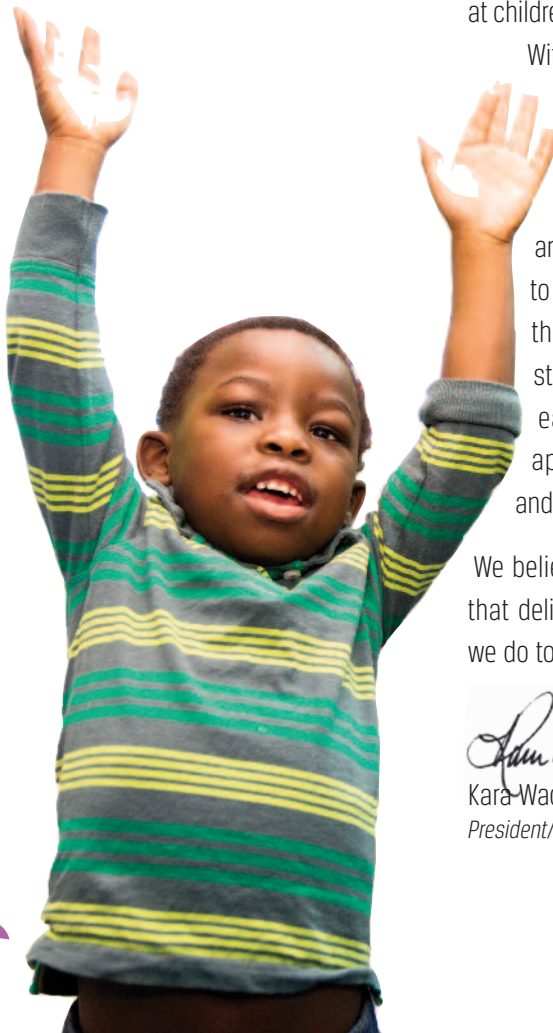
At Child Care Associates (CCA), we deliver a wide range of programs and services to boost childhood development for children in lower-income families, who have the greatest needs. We administer Head Start programs, engage parents in the learning process, assist families with child care subsidies, influence public policy, and continuously work to improve the quality of early child care and education.

Everything we do is truly ...

Making a
LIFETIME
of Difference

CHAMPIONING EARLY EDUCATION

**By becoming better at
what we do today, we
can provide our children
with a brighter tomorrow.**



A MESSAGE FROM OUR LEADERS

When it comes to early childhood learning, the facts – and the results – are clear. An investment in children at their earliest stages of development will pay off for a lifetime in healthier, happier individuals and stronger, more productive communities.

At Child Care Associates, we are honored to champion the cause of early childhood education in Tarrant County. When we look

at children, we see possibilities, hoping that every boy and girl can reach his or her fullest potential.

With more than 500 employees and a budget of approximately \$72 million, Child Care Associates is in a unique position to have a positive influence on at-risk infants, toddlers, preschoolers, and lower-income families in our community.

In this annual report, you can learn more about our multi-faceted efforts on behalf of children and families. We deliver Head Start and Early Head Start programs in Tarrant County and beyond to thousands of disadvantaged children. We provide child care subsidies to give parents the assistance they need to keep their jobs and continue their education. We're also taking steps to increase the number of high-quality child care programs and career pathways for early childhood professionals in our area. In addition, we implement and analyze new approaches to early education through our laboratory classrooms, and drive policy change and action at the local, state, and national levels.

We believe strongly in open conversations, continual innovation, and research-based practices that deliver measurable improvements in our early learning systems. By becoming better at what we do today, we can provide our children with a brighter tomorrow.

A handwritten signature in black ink, appearing to read 'Kara Waddell'.


Kara Waddell
President/CEO

A handwritten signature in black ink, appearing to read 'Wilma David May'.

Dr. Wilma David May
Board Chair, 2015-2016



OUR FOCUS AREAS

 The early years are the most economically efficient time to invest in our children. The work Child Care Associates does every day has the power to impact a child's life and community for a lifetime.

Jeremy Smith, Executive Director
The Rainwater
Charitable Foundation



Through our work in five key areas, we annually impact over 17,000 children.

CCA works in five main areas to ensure that disadvantaged children and families have the support they need for success in school and far beyond.

1

Head Start/ Early Head Start.

We provide a two-generation (parent + child) approach to quality early education and family development.

2

Child Care Subsidy Assistance.

Eligible parents receive financial support to help afford child care or after-school care while they work or attend school.

5

Laboratory Classrooms.

We encourage best practices and identify early-stage opportunities for infants, toddlers, and pre-schoolers, using powerful data for evaluation.

4

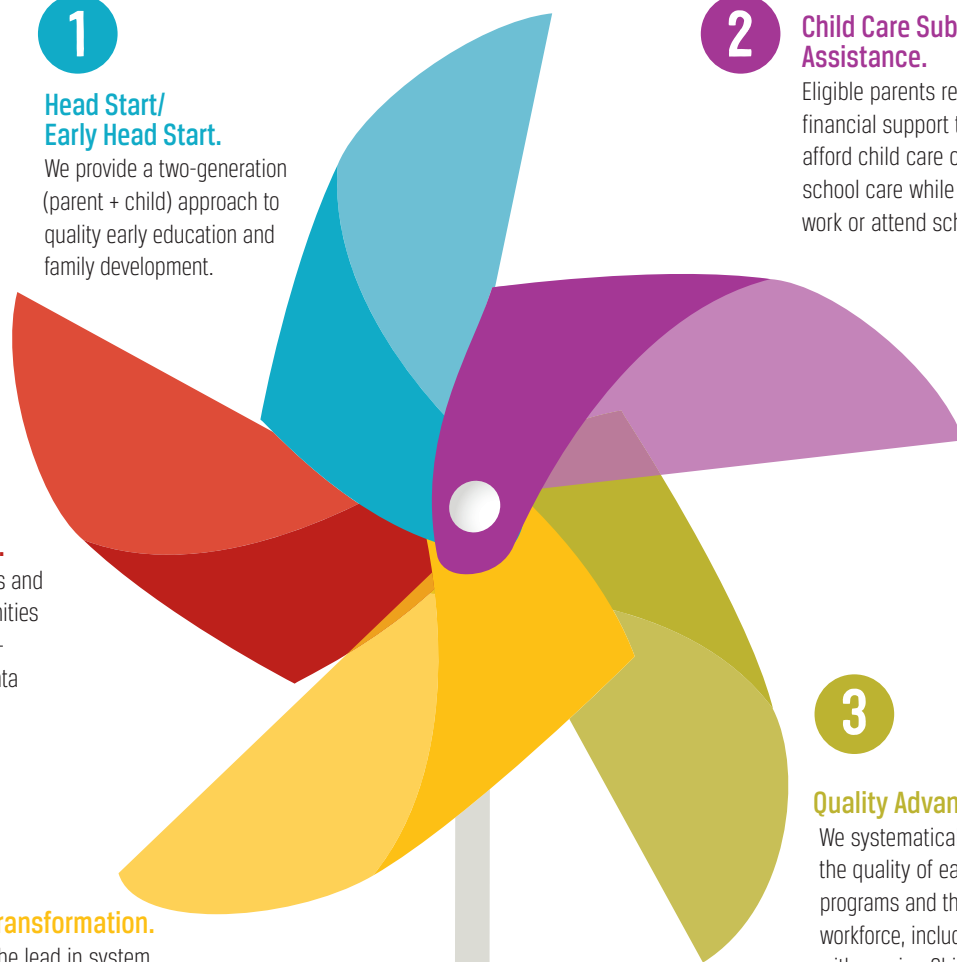
Policy Transformation.

We take the lead in system and policy solutions that improve the quality of early education at scale.

3

Quality Advancement.

We systematically increase the quality of early childhood programs and the early learning workforce, including assistance with earning Child Development Associate (CDA) accreditation, BA degrees, and certifications.



HEAD START AND EARLY HEAD START

Many states have found that Pre-Kindergarten alone won't solve the problem of underachievement for children growing up in poverty. That's why Head Start (for preschoolers) and Early Head Start (for infants and toddlers) are so important to the early education system in Tarrant County. CCA delivers Head Start and Early Head Start programs in partnership with school districts, charter schools, social service providers, and philanthropic partners to ensure that these essential programs are aligned with state-funded Pre-K and create enduring results.



BY THE NUMBERS

8.3%



PERCENTAGE OF ELIGIBLE CHILDREN SERVED BY CCA

From total enrolled (2,999) divided by estimated number of children under age 5 living in poverty in Tarrant County (35,954) per American Community Survey

| | HEAD START | EARLY HEAD START | TOTAL |
|-----------------------------|------------|------------------|-------|
| Families Served | 2,594 | 220 | 2,814 |
| Children Served | 2,717 | 282 | 2,999 |
| Average (Funded) Enrollment | 2,440 | 192 | 2,632 |

(2014-2015 Academic Year)

25,785 } The estimated number of children living in poverty in Tarrant County who are not being served by an early education program



WHAT IS HEAD START?

Delivering early childhood education



Developing the whole child, including social-emotional development



Engaging parents as advocates and leaders
(two-generation approach including parent education)



Building connections to primary care physicians and health insurance



Preparing early childhood educators – including degree attainment



Connecting children early to disability and mental health services



A MULTI-PRONGED APPROACH TO EARLY CHILDHOOD EDUCATION

At-risk children and families in our community face significant barriers to educational success. Common risk factors include living in poverty, single-parent households, and parents with low educational attainment. These factors can negatively influence school readiness and the overall development of a child. CCA's early childhood educational programs target families with risk factors and provide critical interventions that boost school readiness among children who are the most likely to underachieve academically.

CHILD DEVELOPMENT SERVICES INCLUDE:

- Full-day early education using a proven, evidence-based curriculum
- Child assessments and developmental screenings
- Exploration through play
- Strong teacher-child interactions
- Nutritional meals and physical exercise
- Referrals to and onsite delivery of disability and mental health services
- Access to a primary care provider and health insurance



When my son first started attending CCA Head Start, he was not able to speak or socialize well with others. His behavior was aggressive because he had such a hard time trying to communicate. The CCA mental health and disability services connected us with the resources we needed to help him. He has made great progress during speech therapy and the specialists have helped us manage his behavior more effectively. We are very thankful to CCA's staff for all the support and patience with our son and family.

Sandra Berrios, CCA Head Start Parent



PRIORITIZING CHILDREN IN NEED

CCA's programs prioritize families who meet 100% poverty guidelines, teen parents, homeless children, children in foster care, families of children with special needs, and children with other at-risk factors related to academic under-achievement.

SUPPORTING FAMILIES AS THE KEY COMPONENT IN A CHILD'S DEVELOPMENT

The influence of the family in the development of a child cannot be overstated. In addition to providing early education for children, CCA plays a life-changing role with families who are struggling with the daily challenges of poverty and parenthood. Our comprehensive approach includes:

- A family service advocate at each location who connects with families to conduct an annual needs assessment to ensure that housing, nutrition, job search, health care, and other family needs are being met.
- Home visits at least twice annually that reinforce home-based learning, supportive parenting, and social-emotional development.
- Parents who guide and lead the CCA programs through site-based parent committees and a Parent Policy Council that functions in an advisory governance capacity to Child Care Associates and its Board of Directors.
- Evidence-based parenting education that offers best practices in parenting and helps parents support their children's needs.

CCA HEAD START HEALTH SERVICES

Children with medical homes



Children completing well-child exams



Children with up-to-date immunizations



Children with a dental home



Children with dental preventive care



HEAD START

EARLY HEAD START



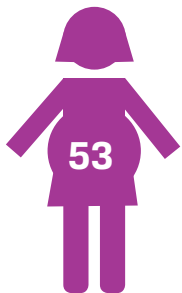
CENTER-BASED:



Child development centers



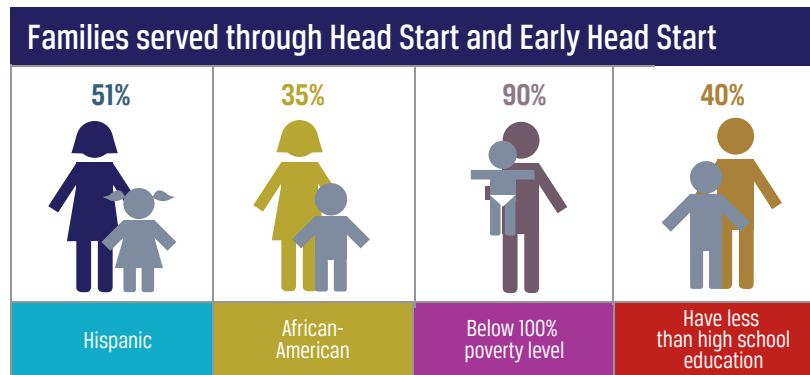
ISD Pre-K neighborhood-based classrooms



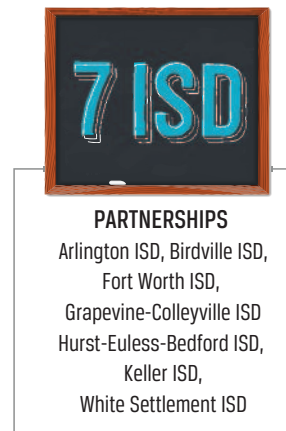
Pregnant women served by Early Head Start

PROMOTING READINESS FOR SCHOOL

CCA encourages an approach where “children are ready for school, families are ready to support their children’s learning, and schools are ready for children.” Our Head Start and Early Head Start programs boost school readiness among low-income children, helping them develop the skills, knowledge, and attitudes necessary for achievement. The developmental continuum begins prenatally and transitions to elementary education in Fort Worth, Arlington, and surrounding areas in Tarrant County.



SCHOOL-BASED:



FAMILY ENGAGEMENT ACTIVITIES:

- Baby Let's Read
- Black History Month Family Program
- Fall Festival
- Family Health Fair
- Family Zumba
- Fire Safety
- Grandparent's Day
- Mother's Day Spa
- Reading With Your Children
- Songs of the Season
- Week of the Young Child

**QUALITY CHILD CARE IN TEXAS
REMAINS UNAFFORDABLE FOR
THE MOST VULNERABLE FAMILIES.**



+20%

Single parent's income covers child care costs

\$4,923

Typical cost of child care in Texas per year

\$23,870

Median income for single mother in Texas

Source: *Economic Issues for Women in Texas 2014*. Rep. Texas Women's Foundation

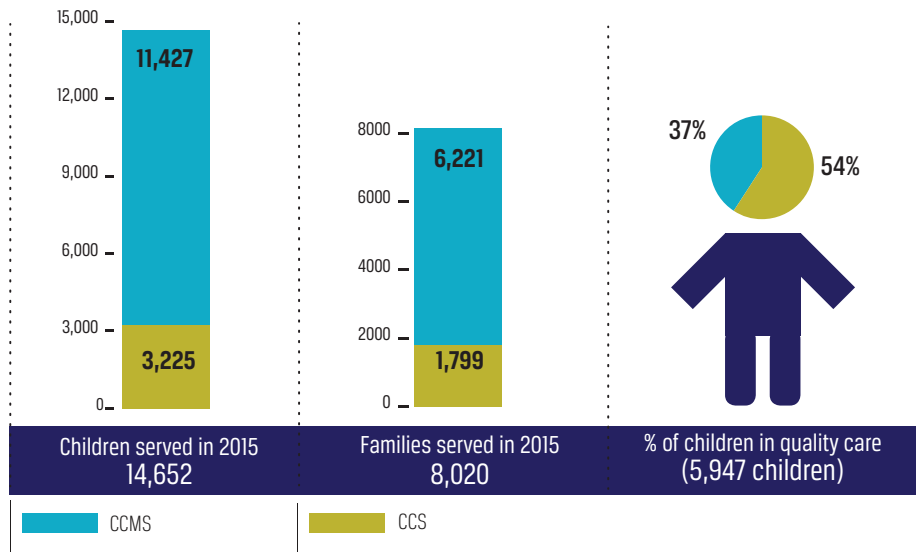
CHILD CARE SUBSIDY ASSISTANCE

Affordable and accessible child care remains a problem for many Americans, especially low-income families. CCA in Tarrant County and West Central Texas manages crucial programs – Child Care Management Services (CCMS) and Child Care Services (CCS) – with a dual policy objective:

- Support low-income parents who are working to provide for their families but need assistance with the high cost of child care, as well as parents who are completing their work training and education.
- Support the developmental and educational needs of children in child care programs.

\$38 MILLION

in public child care funding managed by CCA



After I had my twins, I was not certain I would be able to continue to work because of the high child care expenses—\$1,200 a month was the most affordable child care I could find. Thankfully, I was referred to CCMS by a family friend. CCMS provided me with the support I needed to return to work. Thanks to CCMS, I was able to continue to work full-time, return to college, and enroll my children in an affordable quality child care program. Through their services, I am able to save \$900 in child care costs every month! Being on CCMS has been a life-changing experience and I am truly grateful for all they have done for my family.

Charnice Turner, CCMS Parent



QUALITY OF EARLY EDUCATION & CARE

Most of a child's brain development is complete by three years old, which means that education begins long before a child enters kindergarten. For that reason, it's imperative that child care provides more than "babysitting" and screentime.



CCA manages three systems of quality improvement designed to enhance the quality of child care in Tarrant County and beyond:

- The **Texas Rising Star** (TRS) program is the state's Quality Rating and Improvement System that defines quality indicators based on decades of research. CCA mentors assist and support child care programs that are on a path to securing a star rating and delivering high-quality care. TRS is increasing the number of quality child care programs in our communities, ensuring that families receiving subsidy assistance have access to excellent programs.
- The number of experienced, well-qualified early childhood educators is being increased through the efforts of TRS, **Tarrant County's Early Childhood Professionals Career Pathway**, and the enhancement of the Texas Early Childhood Professional Development System.
- **Texas School Ready** provides community-based coaches to work with early childhood caregivers and professionals over a three-year period. On-site coaching is improving the quality of classroom interaction between early childhood teachers and children.

TEXAS RISING STAR

68 Texas Rising Star early childhood facilities



Texas Rising Star mentors teachers while rating early learning programs and child care center directors



8,298 Estimated # of children impacted by these efforts

TEXAS SCHOOL READY

30 Texas School Ready partnership sites



53 teachers received direct classroom coaching and professional development



2,895 Estimated # of children impacted by these efforts

POLICY TRANSFORMATION

As the largest early childhood development organization in the region, CCA believes that we have a responsibility to create and drive policy in these areas. We offer real-world opportunities to “incubate” policy concepts that can transform the early childhood landscape.

- We layer Head Start funding with Pre-K classrooms in multiple local models, which enhances state-funded Pre-K with family services and supports children who may start school with a disadvantage.
- While administering the child care subsidy system and leading quality improvement efforts in the community, we’re always looking for new ways to better serve the needs of low-income working parents. Innovative ideas we try out locally can lead to statewide policy changes and adoption by other major urban areas in Texas.
- CCA formally and informally advises policy institutes and advocacy organizations in Texas to guide strong policy for children from birth to age five, including Children at Risk, Texans Care for Children, National League of Cities, Center for Public Policy Priorities, Texas Educational Grant-makers Advocacy Consortium, and Early Matters Dallas.
- Our president, Kara Waddell, chairs the local Early Learning Alliance, a group of nearly 50 organizations and agencies in North Texas that provides a united front to guide policy change and respond to legislative opportunities.

IMPROVING OUTCOMES FOR CHILDREN IN FOSTER CARE

Children receiving Child Protective Services are particularly vulnerable. They tend to exhibit behavioral and emotional problems, are more likely to be suspended from school, and exhibit low levels of engagement at school and in life. In 2015, CCA set a goal of improving our programs for the benefit of children in foster care. We were asked to improve a process that was riddled with red tape, delays, and out-of-pocket expenses for foster care parents, and we shortened the child care wait time period from six to eight weeks to no more than five days. For Head Start and Early Head Start, CCA reviewed and removed all wait lists for children in the foster care system, allowing them to immediately access to early education programs. Building on this progress, CCA has also removed wait lists and barriers for children who are homeless.



NTCF President/CEO Nancy Jones, CCA Board Chair Dr. Wilma David-May, Fort Worth Mayor Betsy Price and CCA President/CEO Kara Waddell



Child Care Associates has emerged as a leading voice for high-quality early childhood education and sound policy in Texas. With Kara Waddell at the helm, the organization is aligning public and private resources to achieve the best outcomes for our children.



Nancy Jones, President/CEO
North Texas Community Foundation

LABORATORY CLASSROOMS

At CCA, we're not only helping children to learn – we're seeking to learn more as an organization about better ways to teach and help children. We operate:



155

Early education classrooms across Tarrant County

75

Joint Pre-K/Head Start classrooms with seven school districts

24

Neighborhood child development centers in high poverty areas

These classroom environments are ideal places to ask policy questions and confirm best practices that promote better futures for children.



Uplift is excited to partner with CCA in Fort Worth and to welcome them onto our Uplift Meridian campus for our Pre-K program. By leveraging the early childhood expertise of CCA, we believe we are preparing our future kindergartners for a stronger academic start on their road to college.



Yasmin Bhatia, CEO
Uplift Education

2016-2017 - UPLIFT CHARTER SCHOOL

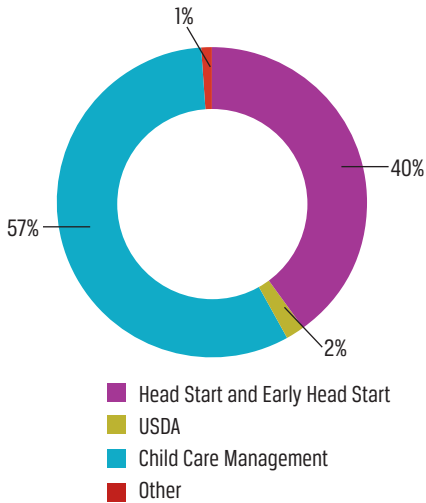
CCA is beginning a partnership with Uplift Meridian Preparatory to deliver high-quality early education services by blending Pre-K state funding for the charter school, Head Start federal funding, and local philanthropic investments. These classrooms will be externally evaluated over multiple years to guide best practices and their ongoing educational outcomes beyond kindergarten.

FINANCIALS

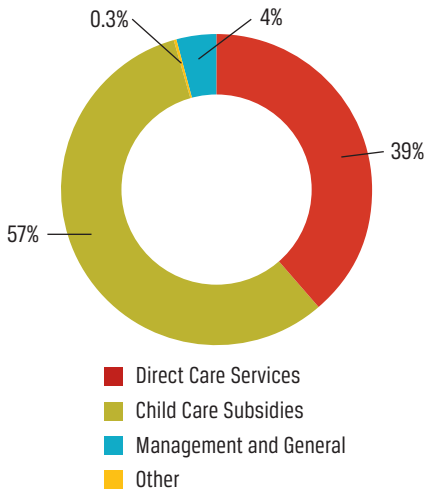
CHILD CARE ASSOCIATES

EXPENDITURE PERCENTAGES

PROGRAM EXPENSES



EXPENSES



| | Year Ended Actual December 31, 2015 | Budget December 31, 2015 | Budget December 31, 2016 |
|--|--|-----------------------------|-----------------------------|
|--|--|-----------------------------|-----------------------------|

REVENUES:

| | | | |
|----------------|---------------------|---------------------|---------------------|
| Public Support | 5,151,292 | 5,359,287 | 5,815,730 |
| Federal Grants | 22,786,061 | 22,577,952 | 22,895,913 |
| State Grants | 40,676,381 | 42,499,714 | 42,972,333 |
| Local Grants | 22,569 | 13,500 | - |
| Other Income | 270,236 | 400,000 | 110,000 |
| Total | \$68,906,539 | \$70,850,453 | \$71,793,976 |

EXPENSES:

PROGRAM SERVICES

| | | | |
|---------------------|------------|------------|------------|
| (Early) Head Start | 24,994,068 | 25,905,752 | 26,587,599 |
| Nutrition Services | 1,294,435 | 1,471,266 | 1,410,281 |
| Child Care Services | 479,380 | 481,510 | 348,058 |
| Texas School Ready | 166,571 | 179,915 | 239,973 |

CHILD CARE MANAGEMENT SERVICES

| | | | |
|--------------------|---------------------|---------------------|---------------------|
| Tarrant County | 33,231,202 | 35,303,581 | 35,534,632 |
| West Central Texas | 5,437,186 | 5,145,910 | 5,140,092 |
| Support Services | 2,525,352 | 2,362,520 | 2,533,341 |
| Total | \$68,128,194 | \$70,850,454 | \$71,793,976 |

| | |
|-----------------------------|----------------|
| NET CHANGE IN ASSETS | 778,345 |
|-----------------------------|----------------|

| | |
|-----------------------------------|-----------|
| Net Assets, beginning of the year | 6,027,493 |
|-----------------------------------|-----------|

| | |
|-----------------------------|-----------|
| Net Assets, end of the year | 6,805,838 |
|-----------------------------|-----------|

Audited financial statement prepared by Weaver and Tidwell, L.L.P., for fiscal year ended December 31, 2015, is available on file at Child Care Associates, a 501(c)(3) nonprofit.

A SPECIAL "THANK YOU"

Our volunteers and community partners play a key role in our Head Start and Early Head start programs. While 80% of the program is funded through federal dollars, **CCA works with community partners to meet the remaining 20% of funds**, volunteer service hours, and in-kind donations needed to operate Head Start and Early Head Start. As we work to expand research and policy to advance early childhood development, we wish to thank those who give their resources to make this possible.

| | |
|--|--|
| A to Z Pediatric Services | JPS Healthy Smiles |
| ACH Child & Family Services | Keller Independent School District |
| Agrilife | Live IT Consultant Group |
| Albertson's Pharmacy | Mansfield Early Childhood PTA |
| American Heart Association - Tarrant County | Mayor Betsy Price |
| Arlington Independent School District | MHMR of Tarrant County, Early Childhood Intervention |
| Birdville Independent School District | National League of Cities |
| Catholic Charities of Fort Worth | North Texas Community Foundation and its donors |
| Center for Public Policy Priorities | Pediatric Nutrition Therapists |
| Children at Risk | Red Oak Foundation |
| Cook Children Hospital's Center for Prevention of Child Maltreatment | Tarrant County College, Dietetics |
| Cook Children's Oral Health Coalition | Tarrant County Government |
| DentaQuest | Tarrant County Public Health, Epidemiology |
| Early Learning Alliance | Tarrant County Public Health, Immunization |
| Early Matters Dallas | Texans Care for Children |
| Employees at BNSF Railway Company | Texas Educational Grantmakers Advocacy Consortium |
| Employees at Child Care Associates | Texas Health Steps |
| Employees at Enterprise Rent-A-Car | Texas Work Force Commission |
| Fort Worth Independent School District | Tom Thumb Pharmacy |
| Fort Worth Mayor's Office | United Way of Tarrant County |
| Grapevine-Colleyville Independent School District | UNT Healthy Start |
| Hurst-Euless-Bedford Independent School District | UNT Pediatric Mobile Clinic |
| Immunization Collaboration of Tarrant County | White Settlement Independent School District |
| Infant Health Network | Workforce Board of Tarrant County |
| | Workforce Solutions of West Central Texas |

1,500 VOLUNTEERS | **4,053** VOLUNTEER HOURS



3000 E. Belknap Street | Fort Worth, TX 76111 | 817.838.0055 | ChildCareAssociates.org

